... participation of the Deputy Directors in the personnel planning and policy processes.

-- Better relate training to personnel development by giving supervisors the responsibility for judging the training needs of individual employees.

-- Organize logical Groups, below Directorate level, on either a grade, function, program, etc., basis which, for their members, would implement the personnel policy guidances and instructions of the Directorate.

-- Establish Directorate standards for selecting candidates to attend senior schools or courses.

-- Establish Directorate policy and standards for approving external full-time and part-time training.

-- Establish minimum training standards for managerial positions and for occupational positions or groups when training is considered significant for job performance and employee development.

-- Develop procedures to handle potential surplus cases, including the following elements: counseling, consideration for retraining and/or reassignment, and notification of surplus status.

There is a need to establish panels or career services along job or functional lines.

Increased employee access to training and educational opportunities (internal and external) should be provided.

There is a need for planning and acting upon individual development, within and above component level.

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to increase employee access to training and educational opportunities (internal and external).

to have a system to insure that employees will be able update their professional skills.

a sabbatical program to place some employees in academic & professional jobs outside the Agency.

to overcome syndrome that going off to training removes ployee from assignment and other considerations.

Recommend training criteria be developed by each Deputy D

Criteria to be developed by Deputy Directors. BASG consid in modified MOS system.

5. Do you have published and disseminated criteria for employee training? Please submit a copy of some.

Response: Slightly more than half of the Career Services claimed to have published training criteria. Several have worked out kinds of training applicable to different grade levels. A lesser number submitted copies of what they determined to be criteria for employee training. Very few Career Services actually disseminated this information to their employees.

6. Does your Career Service sponsor full-time (120 days or more in duration) external academic training? If so, please state number of cases and percentage against total Career Service strength in each of the last three fiscal years.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

Response: All Career Services acknowledged a policy supporting sponsored full-time training for their employees. Although q ne did not spec [...] the last few years, the large majority cited [...].

7. Does your Career Service circulate Questionnaires to its members on any periodic basis asking them to record their desires on assignments, training, etc.? Please submit a copy. If not, please describe how employees make known their desires about career development, etc.?

Response: The Career Services split down the middle on this question. Several cited the PRQ as evidence of their use of a questionnaire without addressing the question of the non-field assigned employee. Of those Career Services not using a questionnaire, line channels were frequently identified as the means of relaying this information from the employee.

OCCUPATIONAL AFFINITY GROUPS
IN THE AGENCY

1. Any consideration of establishing a new system
(even a modest version) to identify groups of employees
with common occupational or functional specialties along
the lines of a modified MOS system must include the recog-
nition that such a system must be fully computerized to
be practicable and responsive to management use of such
a system. OJCS resources are currently stretched beyond
their capacity to be fully responsive to many of the basic
requirements of the Agency today. It is worthwhile, there-
fore, to review the existing systems that relate to the
identification of employee and position occupational
groupings and specialties.

2. The Agency has two separate systems developed
and operated jointly by the Office of Personnel and OJCS
which are designed to identify among other information,
occupational specialties as regards Agency positions and
employees. These systems are the Occupational Coding
System (positions and employees) and the Qualifications
Record System (employees and applicants) which are imple-
mented within the Plans and Control element of the Office
of Personnel.

The Computer Systems Analyst is concerned with the
design of data systems for computer processing.
The Computer Programmer is concerned with transla-
tion of the data systems requirements into instruc-
tions and logic to enable the computer to process
the information. The Systems Programmer is con-
cerned with the modifications and refinement of
software provided by the computer manufacturer in
order to meet program requirements. While each of
these positions is closely related in terms of the
basic occupational field, i. e., Computer Specialist,
the specialized training and skill requirements of
each position are sufficiently different to preclude
their interchangeability.

Within other Federal agencies the qualifica-
tions requirements ascribed to each such position
are rigidly honored in terms of approval of em-
ployees to encumber the position. In these
circumstances, therefore, an employee assigned
the occupational codes of a specific position can
be assumed to possess the full credentials for
and is performing the functions of the category
indicated.

PASG suggests that the Office of Personnel now
conduct further studies to determine the feasibility of ex-
panding the present Qualifications Record System to serve
these purposes. The need for computer reprogramming of the
present system, however theoretically simple it may appear,
could pose a practical problem in terms of OJCS's capability
to assign resources to a project of this type. It should be
recognized, therefore, that acceptance by top management of
this suggestion could carry with it an obligation to make
available some additional ADP resources.